

11 March 1976

NOTE FOR: Mr. Lehman

Comments on your 10 March Draft Response to Knoche:

Page 2 - As you note, Item 3a(3) is a general counsel problem that will be for the General Counsel to the DCI or for the general counsel of a particular Community agency, depending upon the nature of the problem, e.g. the example given under Hank's 3a(3) might be a problem where the Defense Department General Counsel would have the primary input with a great deal of input to him from the General Counsel of the National Security Agency. I do not believe Item 3a(6) is particularly a general counsel problem, although he would have input. Both itmes, as we noted in our meeting, may be DCI problems in a broad context, particularly 3a(3), and as you say, not really CFI problems.

Page 2, carrying to top of page 3 - I assume the reference to [] and [] concerns the White House "annotations" of the Executive Order. We will contact them about this as we are quite interested in getting the annotations.

Page 3 - Your comment on xiA does not reflect consensus of the group that this is not a responsibility of ICS or NIO.

[]
Deputy General Counsel

11 March 1976

Dick Lehman
Dr. Chamberlain:

Re: Mr. Lehman's 10 March Draft Response to Attachment 4, DCI/IC
76-2918

1. Under CFI responsibilities:

a. Relationships between NASA and IC, mentioned in Item 2c(1), involve matters beyond the CFI responsibility for establishment of policy priorities for collection and processing. This may well be a DCI responsibility rather than a CFI one. In any event, it might be considered a part of Item 3a(4).

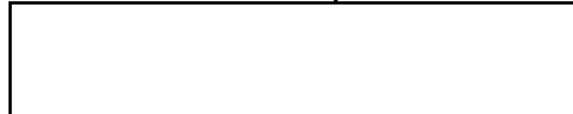
b. Item 2d(1) relates directly to a DCI responsibility in Section 3(d)(xv) of the Executive Order.

c. An Item 3b might be added that would define the organizational components of the Intelligence Community in accord with Section 2(b) of the Executive Order. This would relate to the NFIP definition called for in Item 1a and would aid in defining the scope of oversight responsibilities in Section 6 of the Executive Order.

2. Under DCI responsibilities:

a. Add to the comments in paragraph 3 on Item ivB: "The relative roles of ICS, DCI Committees, and a USIB Replacement will need to be better defined."

b. The "x" for CIA in Item xv should be uppercase. ,



OIG

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10 March 1976

NOTE FOR: Dick Lehman

Comments on your draft memo of 10 March on Attachment 4 of DCI/IC 76-2918:

-- Add to comment on 2^c (3):

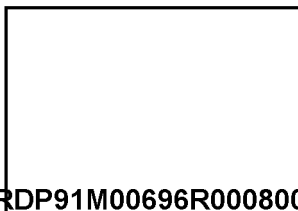
If this is a question of propriety, it is an IG/Oversight responsibility. If it is one of the authorities of the program manager.

-- I have some problems with your comments on 2. d. (3). I disagree with your last sentence. I don't think the CFI can tell the production manager how many resources he should allocate to Soviet strategic forces. I do think it can tell the production manager to increase/decrease his effort in a specific area.

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-- In Paragraph 3:

Item IV. B. -- Ought we not to add the comment that even if CFI has a primary role on developing national intelligence "Priorities" it's hard to see how this would be done without CIA at least having a peripheral role.

 25X1

DDA 76-1188

10 March 1976

MEMORANDUM FOR: Mr. Richard Lehman

FROM : John N. McMahon, Associate Deputy
Director for Administration

SUBJECT : Comments on Your 10 March 1976 Draft
to Mr. Knoche on Allocation of DCI
and CFI Responsibilities

Under DCI Executive Order responsibilities item xiv, a small "x" should be placed under CIA since the DCI, as Executive Head of CIA, may desire to establish such committees peculiar to CIA's activities. Otherwise, it looks good.



John N. McMahon

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Distribution:
Orig & 1 - Mr. Lehman

Duck

9 March 1976

Dr. Chamberlain:

Re: ICS 76-2918 on ICS Reorganization

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1. [] paper illustrates the pitfalls of piecemeal planning. Any proposal on the future mission, functions, and organization of such a staff should be based, logically, on an overall master plan for the DCI's management of the Intelligence Community. Such a plan should describe the responsibilities of the DCI (as are stated in Statute and Executive Order), the functions necessary to assist the DCI in carrying out his responsibilities, and an assignment of these functions (together with a description of their interrelationships) to specific staffs, committees, line organizations, and individual positions. Such a plan would, hopefully, establish clearer lines of responsibility and authority, minimize duplication of effort, and focus attention on substantive, rather than managerial, aspects of the intelligence business. Such a plan should also provide for examination of the effectiveness of these components in supporting the DCI. The issuance of E.O. 11905 provide an opportunity to develop and carry out such a master plan.

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2. Without a master plan, it is not possible to comment usefully on [] proposals. They provide for substantial duplication of effort within ICS and between ICS and either CFI or DCI committees.

This alone will guarantee confusion and continuing ineffectiveness of certain staff and committee responsibilities. His proposals would call for a staff at least as large as the present ICS with all of the efficiencies endemic to any large staff.

3. If the ICS is viewed as the support staff for the CFI, then some of the IG, audit, security, and legislative functions may not be appropriate CFI/ICS functions.

4. Specific comments on Attachment 4 follow:

a. "CFI Responsibilities" Chart

1) Item 1 does not state the CFI responsibility to "adopt rules governing the reprogramming of funds..."
This should be added to the chart as Item 1g. ✓

2) Items 2c(1) on relations with NASA, and 2c(2) on Third Party relationships, might be more appropriately associated with Item 3 as policy matters rather than collection/production priority matters. ✓

3) The task under 4a (objectives and priorities for support to tactical needs) should be subsumed by the tasks listed in Item 2 on priorities. ?

4) It is probably not appropriate for CFI to be involved in the NSC review of "special activities."
Item 5b suggests that the ICS Staff might participate. ✓

5) There is no provision in Item 5 for IC Staff support to the NSC and/or Operations Advisory Group in the latter groups review of sensitive intelligence collection operations. There may well be an IC Staff role here. ?

b. "DCI Executive Order Responsibilities" Chart

1) Item iv assigns primary responsibilities for development of national intelligence requirements and priorities to ICS, DCI committees and to USIB replacement. Why three assignments and wherein do their responsibilities differ?

2) Item vi indicates that OGC would establish request procedures for CIA. Some other staff element, might be more appropriate both to develop procedures and to serve as a central point for questionable requests.

3) Item ix on IG's. It is not clear why ICS is involved -- this is not a CFO responsibility.

4) Item xv deletes CIA. In light of CIA's responsibilities in Sec. 4(b)(1) of E.O. 11905, this seems inappropriate.



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5 March 1976

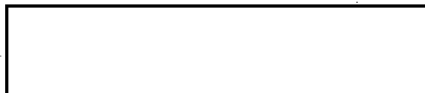
MEMORANDUM FOR: Acting Deputy to the DCI for the Intelligence
Community

SUBJECT : Allocation of the DCI and CFI Responsibilities

1. I have looked over the tables in Attachment 4 of DCI/IC 76-2918. I have not yet had time to staff this within CIA, but I thought an initial identification of troublesome areas would be useful. Fortunately they seem to be few at first glance.

2. Under CFI we are concerned about Items 2c(2), 2d(3), 3a(2), 3a(3) and 3a(6). I would also reserve on 5, because I am not sure what was meant by the E.O. in this area.

3. Under DCI responsibilities, I am concerned about ivB, as it concerns requirements in the technical sense. A DCI committee under an IG may be the answer to vi, and to ix as well.



RICHARD LEHMAN

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